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Departmental Recruiting Program

1. Analysis proves that the Washington area is the most productive market and the Departmental Recruitment Branch is the most economical and efficient recruiting unit for the following reasons:

a. There is a constant turn-over of government personnel as programs and agencies are reorganized. This not only applies to clerical and administrative personnel but also to area and program specialists with government training and experience.

b. Large numbers of people are constantly coming to Washington in search of employment.

c. Although actual figures are not available it is estimated that 50% of our present employees were formerly employed by other government agencies.

d. It is obviously more convenient and economical to arrange interviews for prospects in this area.

e. It is usually easier and quicker to make security checks on government employees.

f. DRB recruiters are able to interview an average of eight prospects a day while field recruiters find it difficult to average to per day.

g. DRB recruiters do not require per diem, travel or entertainment allowances while field recruiters average approximately \$5,000 per year for that purpose.

h. The per unit cost of EODs credited to DRB is only \$140 while CRB averages \$235 and SRB \$937.

2. The above factors are based on DRB functioning as a "passive" unit and mainly interviewing "walk-ins". There was not even a sign on the street to indicate the location of CIA until a few days ago. It is estimated that with proper stimulation it would be possible to double the number of qualified prospects and triple the EODs. Since 74% of all recruitment during the past

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nine months was below GS-8 any significant increase in low cost results from DRB would make a very important contribution to the total problem of personnel procurement.

3. The following plan is recommended to convert DRB from a passive to a positive unit.

a. Field contacts. Transfer two well-qualified field representatives from SRB to DRB. It would be their responsibility to establish and maintain close working relationships with personnel directors at various levels in government as well as with industrial and educational institutions in the Washington area and in an ellipse from Richmond to Philadelphia. They would not interview prospects except in rare instances, but concentrate on centers of influence who would refer qualified prospects to DRB.

b. Interviews. Increase the interviewing staff of DRB by transferring two recruiters and a clerk from SRB. With a total of seven professional interviewers, one could specialize on prospects above GS-11, two could specialize on prospects below GS-5 and the other four could handle the middle grades and the over-flow. The Chief should be free for planning, supervision and problem cases. A special DRB receptionist should welcome prospects and schedule interviews and the other clerks should assist in preparation of reports and other stenographic and secretarial duties.

c. Facilities. Since initial impressions are lasting, adequate care should be taken to provide attractive, efficient and secure space and facilities. This should include a large, pleasant reception room where prospects could prepare brief outlines of experience if they do not already have them. There should also be comfortable chairs and current reading material with reprints of approved articles on CIA. With procurement costs what they are and the desirability of attracting well-qualified applicants it certainly behooves the Agency to adopt practices and standards that are common in business, industry and other progressive agencies.